



Senior Management Team Retreat December 4, 2015 Camp Rockfish Meeting Summary



This report summarizes the work Senior Management Team in its strategic planning retreat, held December 4th, 2015 at Camp Rockfish. Senior Management Team members met to address the following objectives:

- Identify emerging issues and themes SMT wants to bring forward to City Council retreat
- Discuss strategic plan advancements
- Have fun together as a team!

This planning retreat was professionally facilitated by Fountainworks and included the opportunity for participants to interact in open conversation, to share and build upon ideas. This report describes the activities, comments, and ideas of the participants, as well as accomplishments and future goals. The major headings of this report correspond to the key agenda items and discussions during the retreat.

Accomplishments

To start the day, the SMT worked in portfolios to identify accomplishments the City has achieved in the past year.

Citizen Engagement

- Website launch
- Outfront
- Café Conversations
- FayFix It
- Internship Program

Awards and Recognitions

- Performance Measurement Certificate of Distinction
- Digital Cities
- GFOA

Sustainable Organizational Capacity

- Stand alone Internal Audit and Budget & Evaluation Offices
- Approved Audit Charters

Catalyst Site 1

Portfolio Organization Structure

Abatement of Blight

- Enforcement
- Resources
- PCH

Improved Community Relationship with Police

Fire ISO Rating

Pool Built; second committed & bond moving forward

Greyhound commitment at Multi-Modal Center



AVL – across the portfolios
Body Cams
FSU Partnership with FAST

Priorities FY 2016-17

The SMT discussed the priority projects or actions they would like the City Council to consider for FY 2016-17. The priorities the staff proposed would be in addition to the work they are already doing. The SMT considered many additional priorities, but dropped many from the list as they are underway or do not require Council leadership. The expectation is that the City Council would review these lists and select a few – but not all - of the projects or actions as priorities for the next fiscal year. After discussion, the SMT voted to support these activities as the list they would put forward to Council.

In some cases, it was noted the items need further clarification or elaboration. It was also suggested that most items should be rephrased to explain the problem they are addressing (for example the youth violence strategy is addressing crime reduction).



Goal 1: Be a safe and secure community.

- Strategy for diversity in the fire workforce-
- Comprehensive rehab and relocation for fire facilities
- Develop strategy for prevention and intervention to reduce cooking fires
- Develop and implement a coordinated youth violence intervention initiative
- Develop and implement a comprehensive security plan – training and physical environment enhancements (for city facilities, employees)- expand to broader community

Goal 2: Have a strong, diverse, and viable local economy.

- Catalyst Site 1 – Adopt and implement Economic and Business Corridor Redevelopment plan authorized for catalyst site 1
- *Support new economic development Corporation by resourcing it, approving incentives packages, and improving quality of life product for community with the goal to create 300 to 500 new jobs.*
- Council accepts Economic development strategic action plan that includes development incentives tool box
- Strengthen partnerships with local schools

Goal 3: Be designed to include vibrant focal points, unique neighborhoods, & high quality, effective infrastructure.

- **Continue additional phases of Comprehensive Plan**

- **Creation of a Capital Project Management Office**
- **Continue to identify and began to address ADA Facility issues**
- Stormwater infrastructure to address flooding and ordinance update
- Gateway improvements (including General Fund Sidewalk projects; municipal agreements) and adoption of formal complete streets policy
- Accelerate resurfacing plan for city streets
- Reconsider plan for private streets maintenance
- Award airport terminal upgrade construction project



Goal 4: Be a highly desirable place to live, work, and recreate with thriving neighborhoods, & high quality of life for all residents.

- Continuation and increased funding for homelessness solutions and rapid rehousing with services– emphasize partnership; functional zero goal?
- Implement park and recreation capital program –fund quality of life/ build facilities over next 10 years
- Enhance corridor façade improvement program to more closely integrate goals of gateway committee with city operations

Goal 5: Have unity of purpose in its leadership and sustainable capacity within the organization.

- Resourcing to meet City Council service level expectations
- Employee retention and recruitment strategies
- Capital and technology improvement plans
- ERP- Planning phase for 2017
- City/County/Ft. Bragg/Private Partnerships to share resources
- Continuous improvement and strategy development efforts
- With an objective of having the city organization reflective of population it serves, with a special emphasis on public safety departments (Diversity challenges –e.g. police & fire recruitment)- needs wordsmithing

Goal 6: Develop and maintain strong & active community connections.

- Customer service
24-hour City Hall (virtual) – just one element
- Implementation of strategic communication plan to increase visibility and tell our story

More coordination of citizen engagement events; more sharing of data collected at citizen events

- Enhance relationship with development community
- Internet Fiber to the home (gigabit service)

- Open Data Program- More transparency
- PWC governance
- Restructure Intergovernmental affairs program
- Continue Neighborhood Outreach – neighborhood revitalization strategy (compass) – goal4?

Promoting Teamwork and Managing Change

Prior to the retreat, in addition to identifying priorities for the next fiscal year, the SMT identified opportunities to strengthen their working relationship and enhance the high performing teamwork amongst all Fayetteville employees. The broad categories of emphasis they identified were:

1. Continue emphasis on information sharing and collaboration internally
2. Build relations between support and operation departments
3. Utilize Morale boosters
4. Enhance Council-staff relations
 - Respect staff input
 - Council protocols
 - Business meeting ethics
 - Focus, focus, focus
5. Make SMT a higher functioning team – ground rules for meetings, conversations, cooperation

During the Retreat, the SMT spent some time in team-building activities.

The day concluded with an inspirational presentation from Tom Morris, who gave tips for achieving success in times of change.

